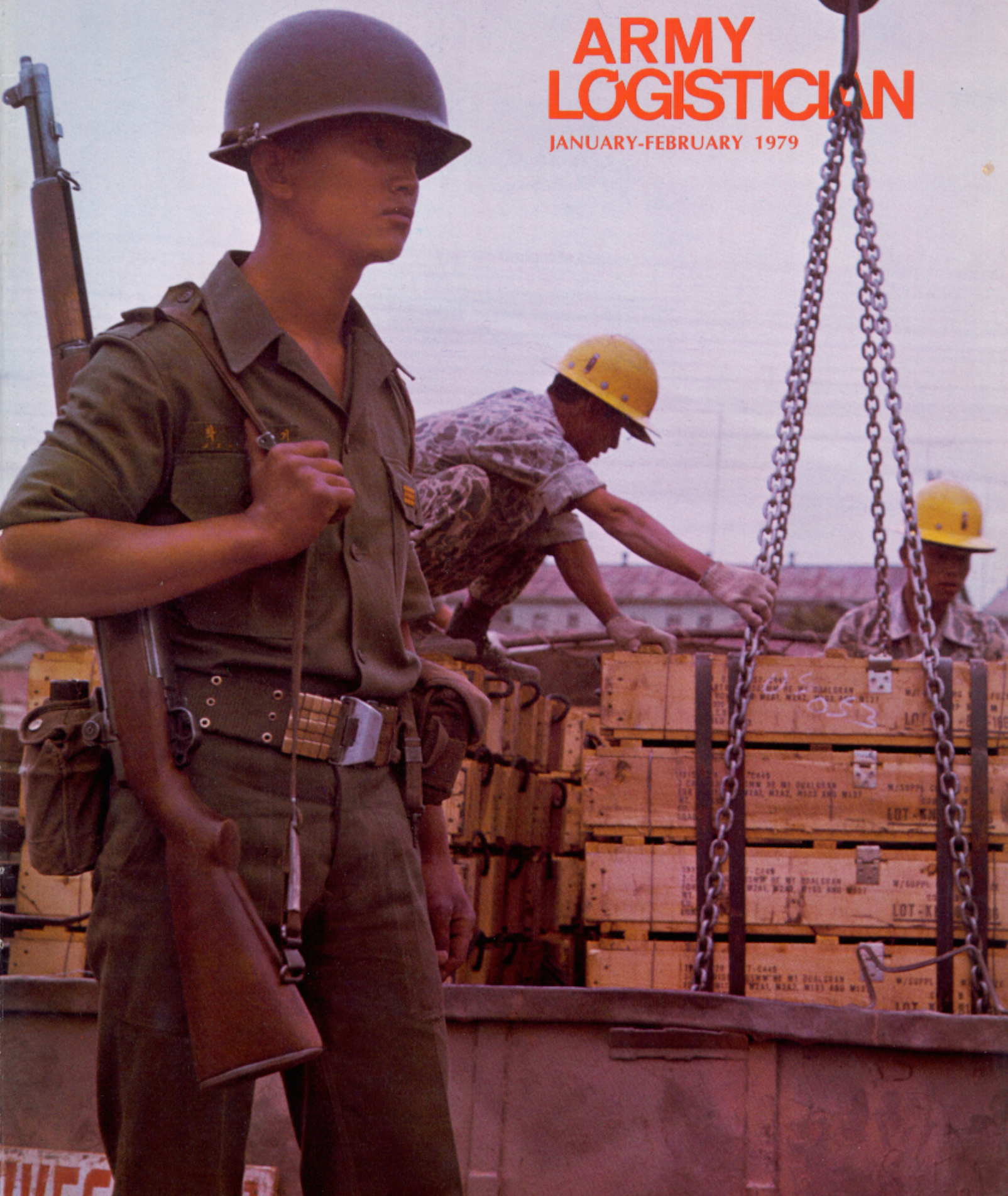


# ARMY LOGISTICIAN

JANUARY-FEBRUARY 1979







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## ABOUT THE COVER

A Republic of Korea Army soldier stands guard as a shipment of ammunition is moved to storage. ROKA soldiers operate ammunition supply points and depots in Korea in support of U.S. forces under the host nation support concept. The story of that support begins on page 2.

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*Army Logistician* is devoted to the publication of timely, authoritative information on Army and Defense logistics for the Active Army, Army National Guard, Army Reserve, civilian employees of the Army, and the public. Our purpose is to increase knowledge and understanding of logistics and to encourage and stimulate innovative thought in areas of logistics by providing a forum for those ideas. The views expressed in the articles are those of the authors and not necessarily those of the Department of Defense or the Department of the Army.

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# Basic Management Principles for ILS

by Kimrey D. Newlin

**E**ven the most competent and sophisticated managers sometimes lose sight of the five classic, fundamental management principles once they become caught up in the daily demands of managing complex projects. Here is a reminder of those principles and how they might apply in accomplishing integrated logistics support in, for example, a project manager's office.

To help solve support planning problems in early phases of systems design and development, the integrated logistics support (ILS) process was developed. The process is designed to help managers coordinate and manage support considerations necessary for effective and economical support throughout the life cycle. Guidelines for ILS are contained in DOD Directive 4100.35 and AR 700-127.

Thus, logisticians must manage both the design engineering aspects, such as reliability and maintainability, and the elements of ILS when developing new equipment. Effective management of all elements results in holding down operation and maintenance costs to reasonable proportions with a minimum burden on the logistics system.

The goals of ILS, however, can be accomplished only through effective management. The ILS management team that works smoothly and efficiently together will be most successful in predicting a system's maintenance needs and reducing its support costs. The ILS manager of each project can assure this success by considering the five fundamental principles of management: planning, training, communicating, staffing, and budgeting.

**Planning.** Good early planning is the basis for successful ILS. Managers should establish a timetable for their project, setting priorities and accounting for expenses as they occur. With planning, things happen on purpose rather than by accident. Planning provides guidelines so that haphazard actions are avoided.

**Training.** The project manager should select the ILS personnel needed to carry out the project successfully. Personnel involved must be trained for the specific work they will perform. Without this training, running the project will be a frustrating experience. With such training, duties can be undertaken effectively and efficiently.

**Communicating.** This is one of the major keys to successful delegation of work. To communicate effectively two events must occur. The ILS manager must transmit the message clearly, and employees must receive the message and understand it as it was intended. Communication between an ILS manager and his staff may be through written memos, conversations, or visual demonstrations. Members of the team must be kept informed if logistics support is to be on time and successful.

**Staffing.** All of the planning and organization cannot accomplish the project without human resources. The real key to getting the work done is selecting and motivating the team by making the members feel important and needed. Managers should make their staff aware of its importance to the project. They should explain the benefits that each staff member will get

from participation and make sure everyone knows what is expected. The staff should agree on a reasonable standard of performance, and managers should show appreciation of their efforts. The latter is most important. Managers should learn that all members of the group must be treated individually. It is important to work with each on a person-to-person basis.

**Budgeting.** This important aspect of management must not be overlooked. By preparing the budget for the project, one learns what expenses will accrue and whether or not additional revenue will be needed to complete the project. Thus, the management team learns how much it needs in the final budget so that it will not overspend in certain areas at the expense of others.

Integrated logistics support requires exceptionally good management of people as well as of resources. This tends to be taken for granted. If neglected, it can upset the other aspects of logistics support. By devoting attention to these five elements of each project, an ILS management team should be able to lower the cost of Army materiel systems. **ALOG**

*Kimrey D. Newlin is a supervisory statistician with the National Oceanographic and Atmospheric Administration, Key Biscayne, Florida. He is a graduate of Guilford College and holds masters' degrees in agricultural economics from Clemson University and industrial engineering from Texas A&M University.*



## Watch future issues for—

- National Supply System
- Night Logistics Operations
- Low Density Equipment Logistics Support
- Barging In—LARC's at Eniwetok
- Helpmates—The Manager and His Analyst
- Direct Support Role in Organizational Maintenance
- Call the NICP
- Digging Rigging
- Executing a Class I Offensive
- What's Happening to Stock Availability?
- ARTEP for Medics
- On Successful Command
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